**Minutes from AMC Integrated Product and Process Management (IPPM)
Working Group Meeting
4-6 Feb 97 at STRICOM**

1. **Opening Remarks:** The meeting was opened by Gil Langford (AMCRDA) with a welcome to all attendees and a brief historical summary of the evolution of the Working Group (WG) for the benefit of the new attendees. Attachment 1 contains an attendee list for the meeting.

2. **Review of MSC IPPM Initiatives:** Each MSC representative gave a short briefing on their IPPM/IPT activities:

SSCOM - Bruce Buckland passed out copies of a IPPD/IPPM promotional brochure and Action Plan that he developed for SSCOM. Both items contain tailored approaches for IPPM/IPT use on small (ACAT III & IV) systems. Bruce has begun IPPM/IPT training at the directorate level.

STRICOM - Neal Finklestein illustrated how STRICOM uses its Internet Homepage to communicate between and within IPTs and ICTs. Almost every IPT/ICT has a Homepage which contains a brief description of the purpose of the team and the modeling and simulation activities they are pursuing. Some IPTs have additional information such as team charters, meeting minutes, points of contact, E-mail reflectors, and schedule of upcoming events. STRICOM's IPTs are divided into three types: Acquisition, Process Improvement, or Knowledge Base. These Homepages are currently only accessible by STRICOM personnel. STRICOM doesn't have any specific "teaming" training, rather they utilize a "Just in Time" general training approach. With this approach general training in areas like: Acquisition Strategy preparation, RFP preparation, conduct of SSEBs, and conduct of contractor debriefings is provided to each IPT just prior to their need to use it on the actual program. STRICOM has implemented Overarching IPTs (OIPTs) at the MSC level, but they function more like Executive Steering Committees than the ASARC-level OIPTs. STRICOM has become quite active in Integrated Concept Teams (ICTs) with TRADOC.

CECOM - Jeff Potter described their rearrangement into a Logistics Readiness Center (LRC). The LRC is made up of three commodity focused directorates which each directorate having an IPT for each of their products. CECOM has recently instituted a team to interview all of their IPTs to identify stumbling blocks and problems which can then be worked at the directorate or center level for solutions. Jeff noted that CECOM has had to provide IPT members additional training for new duties that have come with the IPTs. An example is item budgeting, which used to be solely a logistics item manager's function, but now must be understood and performed by all IPT members. CECOM has established electronic bulletin boards for the IPTs to post information so it can be shared between teams.

ACALA - Kent Butterfield (a new member) briefly mentioned a couple of ACALA initiatives. One such initiative is to hold quarterly meetings for each functional specialty so they can share

information, problems, and solutions learned from each of the IPTs.

TECOM - Peg Mion (substituting for Bob Carter) gave a presentation on the recent integration of the Army test and evaluation organizations into OPTEC. She described how OPTEC should be members of all weapon system IPTs.

3. **DOD Initiatives in IPPD/IPTs:** Mr. Michael Zsak, from the DOD Directorate of Test, Systems Engineering, and Evaluation (OSD(DTSE&E)), gave a presentation on the role of his office and a recent initiative for an IPPD training course. The OSD Systems Engineering office has responsibility for: Systems Engineering, Risk Management, Quality, Manufacturing and Production, Acquisition Logistics, Value Engineering, and Reliability and Maintainability. Mike emphasized the distinction between IPPD and Systems Engineering, which basically is that Systems Engineering is an approach to working the technical aspects of a program within an IPPD framework. Mike also discussed OIPTs and WIPTs and how they were working well for ACAT I programs. OSD, in conjunction with the Defense Acquisition University (DAU), is developing the requirements and learning objectives for an IPPD course(s). Mike's office is also working on an IPPD Handbook, which would be a companion document to the existing OSD IPPD Guide. Mike is looking for IPPD Case Studies that can be incorporated into the Handbook. Mike hopes the Handbook will be out sometime this summer. Prior to this meeting, Mike was unaware of our WG. He suggested we get in contact with other SARDA personnel who are involved with the OSD initiatives. For example, Mr. Steve French, SARD-DE, was mentioned as the Army representative on the OSD group developing the training course.

4. **Integration of AMC-P 70-27 into the OSD Acquisition Deskbook:** Tom Schneider, IEA, gave a presentation on the available options to better integrate the pamphlet into the OSD Acquisition Deskbook. We basically have two options: (1) Use the current method of incorporating the pamphlet as a complete document, or (2) Separate the pamphlet into topical files and connect them based on Deskbook Information Structure topics. The advantages of a complete document are that it can be used outside the Deskbook and that the reader can look in one place to find out everything about IPPM. The advantages to separate files are that they are more visible to the reader and hence easier to find, and they are easier to find specific topical information. There was a general consensus that Volumes 2 & 3 could be broken into separate files fairly easily, but Volume 1 would take longer and it may still not be any more "user friendly". It was suggested that perhaps we should use the separate files approach for the Deskbook, but also post another copy on an Internet Homepage with better hypertext links to enhance "user friendliness". Kent Butterfield showed an example of this approach with a draft Logistics manual located on the ACALA Homepage.

5. **AR 70-1 Rewrite:** Mr. Herman Tarnow, AMCRDA-AP, gave a briefing on the status of the rewrite of AR 70-1, Army Acquisition Policy. The final draft version was sent to the field for review and comment late last year. The draft is now at SARDA for final resolution of issues. It is anticipated that it will be published within two months. Herman highlighted the portions of AR 70-1 that address IPT policy. Specifically, that all ACAT programs must establish an OIPT, who will provide independent assessments of weapon system status to the Milestone Decision Authority (MDA). Also, Working-level IPTs (WIPTs) must also be established for all ACAT

programs. Complex programs may also require an Integration IPT (IIPT). It was pointed out to Herman that OIPTs and WIPTs, as defined in AR 70-1, don't make much sense for ACAT III and IV systems where the MDA is the MSC Commander. In these cases there are not enough hierarchical levels within the MSC to populate OIPTs and WIPTs between the PM level and the MSC Commander's In-Process Review (IPR) level. Herman said he would report this issue back to Mr. Taras Galysh, the AMC representative on the SARDA rewrite committee.

6. **Transfer of Weapon Systems from SARDA to AMC Management:** Col Richard Bregard, AMCRDA, provided a presentation on the transfer of PMs and weapon system responsibility from SARDA to AMC. Approximately 41 weapon systems are involved in the transfer. Both program funding and TDA spaces will be transferred. A new PM Support Office is being established at HQ, AMC to manage funding for these systems. In addition, three 1-star grade Deputy for Systems Acquisition positions are being established at CECOM, TACOM, and AMCOM respectively to serve as mini-PEOs. In most cases the MDA for these systems will be delegated to the MSC Commander, but the CG, AMC will retain it for selected systems. The transfer will begin in Mar 97 and be complete in Jun 98. Once the transfers have begun this may be an excellent opportunity to get some PM involvement in the Working Group.

7. **Cost As an Independent Variable (CAIV):** Mr. Dick Williams, CEAC, discussed the CAIV policy and the basic guidelines for its use. While each PM is now directed to use CAIV at their level, the SARDA Cost/Performance Working-level IPTs also evaluate its use in programs. Dick showed examples of cost databases which CEAC has prepared which can be sources of data for use in cost/performance trade-off analysis. It was mentioned that the earlier in the lifecycle you are, the harder it is to perform good cost/performance trade-offs because the intended technology isn't well defined yet. TRADOC tries to do this for notional systems. CAIV methods are applicable to the 20% cost reduction drill that all PMs are currently going through.

8. **IEA Successful IPPM Practices Survey:** Tom Schneider, IEA, showed the background and preliminary results from IEA's Successful IPPM Practices Survey. This survey consisted of on-site interviews at 22 Army ACAT I and II system PMs to identify IPPM and IPT practices they consider to be successful. Preliminary results indicate that all PMs are using some form of IPPM/IPT techniques and just about all of them have had positive experiences. Some common themes that were identified included: the need for team charters to clarify team tasks and authorities, the need for team training, the need for team member empowerment, and the need for effective meeting management techniques. All interviews have been completed and the final report is expected in mid-March. The final report will be sent to all WG members, as well as all MSCs and PMs, and SARDA. Ideas were suggested for possible future follow-on studies in areas such as Small System and Contractor IPPM Successful Practices.

9. **Future of AMC-P 70-27:** Based on the earlier discussion of better integrating the pamphlet into the Deskbook, the WG brainstormed some of the content changes we would like to see in the next revision. Below are general guidelines as well as specific content changes suggested:

Guidelines:

- Don't dictate mandatory IPPM/IPT approaches.
- Do discuss OIPTs, especially AMC and MSC-level OIPTs.
- Separate Volume 3 apart into separate topic files for inclusion in the Deskbook.
- Separate Volume 2 apart into separate topic files (one for each lifecycle phase) for inclusion in the Deskbook. This will only happen if AMC doesn't decide to incorporate the checklists into the revision of AMC-P 70-25, Functional Support Templates, and if the Deskbook adds the lifecycle phases as Information Structure topics.
- Add information on how to operate IPTs where members are physically separated.
- Add advanced topics.

Suggested Content Changes:

- Add Lessons Learned from IEA Successful Practices Study.
- Add information on how to manage/operate an IPT (both basic and advanced concepts).
- Add more on the relationship between IPTs and ICTs (Integrated Concept Teams).
- Discuss the use of IPTs during 6.1 (too early, can't use).
- Remove the "Traditional Approach" material currently in Volume 1.
- Remove the "Traps" material currently in Volume 1.
- Add references at the end of Vol 1 that indicate there are other related topics elsewhere in the Deskbook that the reader may want to look at.
- Establish a separate hypertext-linked version of the Pamphlet somewhere else on the Internet. This version would have the same content as the Deskbook version but more and better hypertext links.
- Add material on Partnering between the Gov't and Contractors.
- Add material on application of IPPM/IPTs for small systems (borrow heavily from Bruce Buckland's material). Intertwine this material throughout the pamphlet rather than writing a separate section.
- Add a sample IPT charter outline. Some combination of the Comanche charter and Bruce's charter.

Due to the members increased workloads, it is planned to contract-out the rewrite task to NSM, an engineering support contractor to IEA (subject to availability of funding from AMC). **Tom Schneider will prepare a task order for this based on the above guidelines**. Drafts of a topic outline and actual topic write-ups will be coordinated with WG members as they occur.

10. **Development of WG Plan of Action:** The WG closed-out the meeting by brainstorming a list of actions that needed to occur to reach our goals of revising the pamphlet, locating it on the Deskbook and the Internet, and being chartered as a DA-level WG. The following actions were identified:

- Give both Col Bregard and Taras Galysh a copy of Dick Koppenaal's position paper on MSC-level OIPTs which he presented at the last meeting. The goal would be to remove the requirement for MSC-level OIPTs. **Bob Whiteley has this action**.

- Develop list of potential metrics and let each IPT decide which ones they want to use. ACALA has a manual for their teams which identifies some metrics. **TECOM has this action**.

- Gil Langford passed out copies of the draft DA-level WG Charter. Everyone is asked to review it and provide their comments or suggested changes to Bob Whiteley by 14 Feb 97. **Gil and Bob will then try to get the revised charter to SARDA for signature**.

- When the time comes for SARDA to revise DA Pamphlet 70-3 and incorporate it in the Deskbook, we should try to get AMC-P 70-27 used as the IPPM portion of 70-3.

- Check with the AMCRDA personnel who are revising AMC-P 70-25, Functional Support Templates, to see if they would incorporate the integrated template approach contained in Volume 2 of our pamphlet. Currently the two documents take different approaches, but contain much of the same information and are somewhat redundant. **Bob Whiteley has this action.**

11. **Next Meeting:** The next meeting is tentatively targeted for sometime in Jun 97. No location was selected. The primary agenda would be review of the draft revision of the pamphlet.

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Secretariat

Attendee List for AMC Integrated Product and Process Management (IPPM)
Working Group Meeting
4-6 Feb 97 at STRICOM

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